Staff Compensation

Update to staff | April 2022

Middlebury

A quick review, in the March presentation we covered...

- Employee feedback & market data
- Project road map—how we got here
- Goals of the program, worth revisiting on next slide!
- If you'd like a refresher, please watch the March video again

Goals of the new approach to staff compensation

Informed by Market

Rates and ranges are based on market

Includes peer institutions, similar jobs, geography

Fair & Competitive

Investment to increase starting wages

Competitive for all

Career Progression

New system not directly tied to annual performance or minor adjustments to role

Collaborative

Opportunity for department leadership to weigh in on market data and how roles are benchmarked

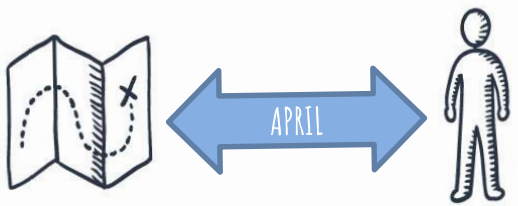
Standard & Simple

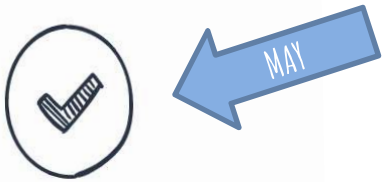
Easily explainable and applicable to all staff

Repeatable

Something we can use this year AND going forward on an annual basis

April's focus: Let's get specific about the new program





ROLE → INDIVIDUAL → DISCRETION

Role mapped to market and min/max range established

Agnostic to individual

Skill matrix based on ownership and impact drives where individual falls into range

Final layer of discretion at functional level

Guardrails in place

Fair & competitive wages need a pay grade structure

- **Competitive**
  - The new pay grades represent the market ranges for staff positions at Middlebury built with increases between grades to support career advancement.
  - An annual market review will provide data for increases to ranges and rates of pay within ranges.
  - The market median is linked to the midpoint of the range.
- **Fair**
  - We believe people are at the center of achieving Middlebury's mission. Once we have achieved market ranges for all we are investing more $ in increasing starting wages for those in grades 1-3.

Structure (VT Campus – Gr 1&2 $17.00/Gr 3 $18.00) *

Proposed Salary Structure - Floor $17.00					
Grade	Minimum	Midpoint	Maximum	Midpoint Progression	Range Widths
13	$163,400	$208,300	$253,300	20%	55%
12	$136,200	$173,600	$211,100	20%	55%
11	$113,500	$144,700	$175,900	20%	55%
10	$94,600	$120,600	$146,600	20%	55%
9	$80,400	$100,500	$120,600	15%	50%
8	$69,900	$87,400	$104,900	15%	50%
7	$60,800	$76,000	$91,200	15%	50%
6	$52,900	$66,100	$79,400	15%	50%
5	$46,000	$57,500	$69,000	15%	50%
4	$40,000	$50,000	$60,000	10%	50%
3	$37,440	$45,864	$54,288	6%	45%
2	$35,360	$43,316	$51,272	--	45%
1	$35,360	$43,316	$51,272	--	45%

Proposed Salary Structure - Original					
3	$35,500	$43,500	$51,500	10%	45%
2	$32,200	$39,500	$46,700	10%	45%
1	$29,300	$35,900	$42,500	--	45%

General Position Groupings

Leadership: Deans, Directors and Assist./Assoc. VPs

Managers and senior Professional Individual Contributors: Assist./Assoc. Directors, Directors, Managers, Librarians, IT Professionals

Trades Workers, Professional Individual Contributors

Service workers, Administrative Support

* subject to revision

Middlebury

Structure (CA Campus – Gr 1&2 $19.55 /Gr 3 $20.70)*

Proposed Salary Structure - Floor $19.55					
Grade	Minimum	Midpoint	Maximum	Midpoint Progression	Range Widths
13C	$195,900	$249,800	$303,600	20%	55%
12C	$163,300	$208,200	$253,100	20%	55%
11C	$136,100	$173,500	$211,000	20%	55%
10C	$113,400	$144,600	$175,800	20%	55%
9C	$94,500	$120,500	$146,500	15%	50%
8C	$80,300	$100,400	$120,500	15%	50%
7C	$69,800	$87,300	$104,700	15%	50%
6C	$60,700	$75,900	$91,100	15%	50%
5C	$52,800	$66,000	$79,200	15%	50%
4C	$45,900	$57,400	$68,900	10%	50%
3C	$43,056	$52,744	$62,431	6%	45%
2C	$40,664	$49,813	$58,963	--	45%
1C	$40,664	$49,813	$58,963	--	45%

Proposed Salary Structure - Original					
3C	$40,700	$49,900	$59,000	10%	45%
2C	$37,100	$45,400	$53,800	10%	45%
1C	$33,700	$41,285	$48,900	--	45%

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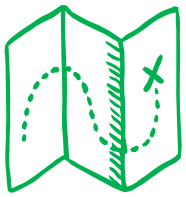


ROLE

Role mapped to market and min/max range established

Agnostic to individual

INDIVIDUAL

Skill matrix based on ownership and impact drives where individual falls into range

DISCRETION

Final layer of discretion based on VP/Manager functional expertise

Guardrails in place

Middlebury

ROLE: PLACING SPECIFIC JOBS INTO RANGE

BUILDING ON MARCH EXAMPLE

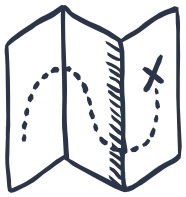
Home Dept	Initial Proposed Grade	Job Name	Job Code	Current Grade Code	Benchmarked? Y/N	Market Median	Initial Proposed Grade Minimum	Initial Proposed Grade Midpoint	Initial Proposed Grade Maximum	Department Grade
Maple Sugaring	7	Dean of Maple Sugaring	ME001	AD1	Y	$80,000	$60,800	$76,000	$91,200	
Maple Sugaring	6	Supervisor, Mud Season Sap Collection	MC027	MG1	N	--	$52,900	$66,100	$79,400	
Maple Sugaring	4	Coordinator, Sugar on Snow Events	MA150	OP3	Y	$48,000	$40,000	$50,000	$60,000	

1. SLG members will consult with managers and supervisors to validate initial grade placement and return a departmental grade

2. HR will review for consistency within department and across institution and consider additional market data provided by departments

ROLE: How to make sure this is accurate

- HR has used job descriptions and knowledge of roles within departments and across the institution to make an initial assessment of where each role falls
- Functional leaders will then be invited to validate or suggest a change through the department review (explained in previous slide)
- We are aware that there are some job descriptions that are not updated—we need to do this work and haven't forgotten about it. And...we have made the decision to prioritize this compensation work at this point. This approach focuses on market comparison and allows for market review and comparison within and across groups.
- All that to say, even if your job description is outdated, we believe we can correctly place the role into this structure based on the approach we've developed. That doesn't mean we don't still need to update job descriptions, though!



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INDIVIDUAL: PHILOSOPHY OF SKILL MATRIX

- The skill matrix is a tool to place individuals into the range based on career progression—and, specifically, their level of ownership and impact
- Elevates a culture of high performance and ability to focus compensation conversations on skills and competencies—questions on how to increase pay can tie back to results and are transparent
- Calibration across the institution on skill matrix—goal is to move people to 'thriving' and have that be at midpoint of grade range
- Each year, market is reviewed, and ranges may be adjusted—but skill matrix will consistently be tied to percentage into range

SKILL MATRIX: OWNERSHIP & IMPACT

	Learning in the role (minimum)	Growing in the role	Thriving in the role	Leading in the role
OWNERSHIP	Requires support and direction Provides consistent delivery of tasks outlined in role	Requires some support while building proactive, independent approach Provides questions and ideas to build in partnership with others	Requires limited oversight and takes initiative in all aspects of portfolio Provides solution focused leadership and delivery	Requires only direction on where the work is going, not how to get there Provides leverage within and across organization
IMPACT	Delivers results with ongoing partnership and support Exhibits openness and willingness to learn	Delivers increasingly consistent results with some support Exhibits emerging expertise and contributions	Delivers strong and reliable results with consistency and limited oversight Exhibits excellent execution on critical projects and priorities	Delivers stellar results, again and again Exhibits the highest level of mastery as an independent, sought-after leader

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IMPACT	Delivers results with ongoing partnership and support Exhibits openness and willingness to learn	Exhibits emerging expertise and contributions	oversight Exhibits excellent execution on critical projects and priorities	Delivers stellar results, again and again Exhibits the highest level of mastery as an independent, sought-after leader

WE HAVE NOT YET FINALIZED WHAT PERCENTAGE INTO RANGE EACH LEVEL WILL BE—WE EXPECT TO BE ABLE TO SHARE THIS IN JUNE.

So, let's recap...

- Staff roles will be placed in new role structure with a range
- Each individual staff member will be reviewed for where they are in the skill matrix
- The combination will determine your pay rate based on our approach (market, fair, competitive pay)
- Your pay will go up if the result of the process is more than you're making now, otherwise there will be no change for you

Next steps & timeline

April

Share details on how ROLE and INDIVIDUAL sections work in new program

Share approach and details on fair and competitive wages

HR/Managers begin to work on specifics

May

Share details on how DISCRETION section works in new program

Go over pathways for growth year over year

Department and institutional review

June

Share examples of common scenarios

Preview what is to come and skill matrix details

Discuss this year vs. future years

Finalize details

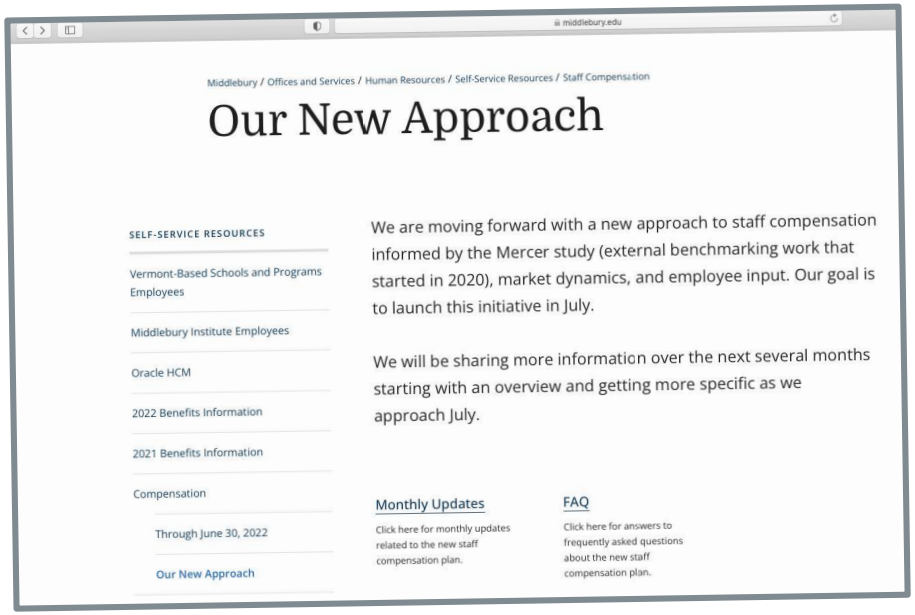
July

Effective July 1

Share options and pathways for discussion going forward

Action!

Questions and answers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Middlebury / Offices and Services / Human Resources / Self-Service Resources / Staff Compensation
Our New Approach
SELF-SERVICE RESOURCES
Vermont-Based Schools and Programs Employees
Middlebury Institute Employees
Oracle HCM
2022 Benefits Information
2021 Benefits Information
Compensation
Through June 30, 2022
Our New Approach
We are moving forward with a new approach to staff compensation informed by the Mercer study (external benchmarking work that started in 2020), market dynamics, and employee input. Our goal is to launch this initiative in July.
We will be sharing more information over the next several months starting with an overview and getting more specific as we approach July.
Monthly Updates
Click here for monthly updates related to the new staff compensation plan.
FAQ
Click here for answers to frequently asked questions about the new staff compensation plan.

Visit the *New Approach* section of the HR website under Compensation and submit a question, we'll get back to you and post answers to new questions for all.

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